

**Institutional Strategic Planning Council**  
**November 20, 2019**  
**CSS-217 (1:00-3:00pm)**  
**Minutes**

Members Present: Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Quinton Bemiller, Celia Brockenbrough, Michael Collins, Leona Crawford, Monica Esparza, Monica Green (Administrative Co-Chair), Ruth Leal (Staff Co-Chair), Sam Lee, Virgil Lee, Mark Lewis, Arezoo Marashi, David Mills, Barbara Moore, Bryan Medina (ASNC Rep.), Chris Poole

Members Absent: None.

Guests Present: Andy Aldasoro, Sarah Burnett, Marshall Fulbright, Sigrid Williams

Call to Order: 1:07pm

**Approval of Minutes:**

Approval of Minutes for November 6, 2019

MSC (Medina/Lewis)

Corrections: Add the following committee reports were received and accepted. Bryan Medina was not present.

Approved. No abstentions

**I. Action Item:**

- A. Technology Plan 2019-2025 (1<sup>st</sup> read)  
Ruth provided an overview of the components of the technology plan informing council members that the plan is aligned with EMP Strategic Goals, district-wide technology plans. The Committee has been working on the Plan since last spring utilizing the documents the committee created from the 2014 Accreditation recommendation. These documents include: Refresh Plan, Technology Principles and Guidelines, and Technology Committee roles and responsibilities. Much of the wording with the Technology Plan comes directly from the ISER. The Technology Plan was reviewed by Information Technology Strategy Council (ITSC) to ensure alignment with the RCCD Technology Plan. The plan will be presented at the next meeting for a vote.

**II. Committee Reports**

The following committee reports were received and accepted:

- A. Technology Committee Report
- B. Grants Committee Report
- C. Marketing Committee Report

### **III. Discussion Items**

- A. [Resource Request Procedure](#) - workgroup update (Sam Lee)  
Sam shared the draft process with council members explaining that the proposed process will serve as a guide for resource expenditures, and setting aside of funding to fund operational needs. This process will allow us to act on our prioritized resource request at the beginning of the year. Further discussion will take place for determining allocations. The requests from last year have been prioritized and discussion is underway on funding last year's items. The council discussed at length integrated prioritization ranking procedures and clarity of the rubric.
- B. [List-Serve Proposal](#) (Kevin Fleming)  
The proposal was presented for feedback, this is an opportunity for everyone to hear about the philosophy is maintain everything we have, tweak language, and add features. Change Nor-all only from president's office. Kevin directed members' attention to item 8 explaining the different categories of interest that will be available for anyone. The idea for the proposal came from the professional development committee, and the district is working on a similar proposal. Norco College will serve as a pilot for the district. If enacted, everyone would be prepopulated into every list and all appropriate constituent lists with the option to opt-out. Council members weighed the pros and cons, and made suggestions for improvements. Please send feedback to Kevin Fleming.
- C. Annual Report (Greg Aycock)  
Greg presented the update of the EMP 2018-19 goals, 44 objectives and 99 metrics reminding the council that we extended our 5-year strategic plan another year. Greg informed the committee on the color-coded dashboard and reviewed the summary of six years of data including a baseline year of data. Greg has summarized the report in categories of the 10 ten areas with the greatest increase in metrics from the 2012-13 base-line year. He reviewed areas that need improvement where the trend link is flat or sloping downward, overall outcomes, recommendations, and preview of new goals. The report can be found on the IR webpage.

### **IV. Information Items**

- A. [Instructional Plan](#) for Stokoe Innovative Learning Center  
Sarah Burnett gave an overview of the history of the Stokoe Innovative Learning Center and presented an instructional plan for phasing in ECE at Stokoe Innovative Learning Center and AUSD child development center. Using appropriations from Cervantes office. Incorporates history, future, program needs and planning for teacher pipeline. This will be a collaboration with multiple partners. The program plan presented will give our students high quality observation sites. There are a number of hurdles to navigate in order for this to move forward. We will continue to push forward with caution, developing alternate plans as needed.

### **V. Good of the order**

- Senate will make a request for more faculty seats for ISPC membership.

Next meeting December 4, 2019

Meeting adjourned: 3:00pm

Next meeting: December 4, 2019

Minutes submitted by Denise Terrazas

2019-2025

# Norco College Technology Plan



Technology Committee Norco College

## CONTENTS

---

Governance.....	2
Technology Committee.....	2
Purpose .....	2
Membership.....	2
Technology Principles and Guidelines.....	3
Technology Infrastructure and Equipment Plan .....	5
Technology Map .....	6
Program Review Technology Requests Process .....	7
Strategic Goals .....	13
1. Provide Technology Training and Support.....	13
2. Support Instruction and Learning through technology .....	13
3. Measure and Respond to Technology Needs .....	13
4. Maintain an Integrated Technology Plan.....	13
5. Develop Technology Budget Priorities .....	13
2019-2025 Strategic Objectives Table .....	14
Additional Governance and Committees .....	15
Information Technology Strategy Council (ITSC).....	15
Standard III.C Committee.....	15

# Technology Plan 2019-2025

---

## GOVERNANCE, TECHNOLOGY RESOURCES, AND PLANNING PROCESS

The Norco College Technology Committee is the shared governance committee that engages in discussions regarding all college technology matters. Its membership, decision-making process, scope and other items are defined in the *Technology Committee Role & Responsibilities* and the *Norco College Technology Principles and Guidelines*. The committee keeps abreast of technology needs and is responsible for creating and approving the Technology Plan, which it reviews annually and makes appropriate changes as needed, technology policies and procedures, as well as prioritizing allocation of technology resources.

### Purpose Statement

The Norco College Technology Committee provides recommendations for the strategic direction, implementation, and sustainability of technology resources throughout the college used to support student learning programs and services and improve institutional effectiveness consistent with the college's mission.

### Meeting Dates and Time

The Technology Committee meets on the third Thursday of the month during college hour during the fall and spring semesters (except in November when it meets on the second Thursday due to the Thanksgiving Holiday).

### Membership

The membership of the Technology Committee shall consist of seven faculty members as appointed by the Academic Senate, seven classified professional members as appointed by the California Schools Employees Association, two students appointed the Associated Students of Norco College, and two administrators appointed by the President's Cabinet. The Technology Committee has a classified professional co-chair appointed by CSEA and an administrative co-chair (non-voting unless to break a tie) appointed by the President's Cabinet and may opt to add a faculty co-chair appointed by the Academic Senate. The co-chairs must be members of the Technology Committee in order to serve.

Changes in composition must be in equal ratio (classified professional/faculty and student/administrator) and approved by the two-thirds majority of the Technology Committee.

### Committee Charge

1. Provide campus-wide technology plans, policy, and procedures.
2. Determine and monitor campus software and hardware standards and inventory.
3. Allocate technology resources.
4. Review all significant technology projects.
5. Determine and monitor procedures for obtaining technology services.
6. Provide communication to the college community about district/college technology resources.

7. Assess how technology resources support institutional goals and improve student success, access, and equity.
8. Assure that technology support meets the needs of learning, teaching, college-wide communications, research, and operational systems.
9. Assure that technology planning is integrated with institutional planning.

## Resource Allocation and Planning Process

The Technology Committee evaluates requests for resource allocation based on the initial as well as the operating costs of a technology item, how well the item fits the needs of the unit and the college, how fully it meets industry standards, and how competitive it is in the educational marketplace. This is the technology Total Cost of Ownership model outlined in the Technology Principles and Guidelines, which is aligned to the college's mission and strategic plan.

All technology requests from program review are submitted to the Technology Committee for review, recommendations, and prioritization. After recommendations and prioritizations are approved by the Committee, the prioritization lists are submitted to the college's main strategic planning council for consideration of acceptance before being forwarded to the President's Office. Items may be funded depending on budget, instructional equipment monies from the state, and/or grant funding.

The Norco College Technology Committee identifies and measures the college's technology needs and resources through program reviews, the Refresh Plan from the Technology Principles and Guidelines, and the annual technology surveys. The Technology Committee systematically plans for the replacement of technology infrastructure and equipment in alignment with the college's educational master plan and strategic plan which is focused on student learning, access, success, and equity.

## TECHNOLOGY PRINCIPLES AND GUIDELINES

### I. PRINCIPLE STATEMENT

Norco College is committed to managing its technology resources in an organized, deliberative, and cost-effective manner.

### II. TECHNOLOGY GUIDELINES

Technology hardware and software are essential to the delivery of information in today's colleges and to the efficient management of those institutions. The Technology Strategic Plan calls for a systematic plan to maintain, upgrade, or replace technology or equipment to meet institutional needs. This process attaches funding to the planning of technology needs towards a Total Cost of Ownership model that includes redundancy and replacement funding.

Technology Total Cost of Ownership (TCO) is a structured approach to calculating the full costs associated with buying and using a technology asset or acquisition over its entire life cycle. Technology TCO takes the purchase cost of an item into account, hardware and software, but also considers infrastructure, installation, maintenance, repairs, training, and support as well as the future replacement of the item.

Typically, the term "technology" implies any device containing or operated by a computer chip. It is equipment, both hardware and software, targeted at directly or indirectly facilitating academic

purposes and whose primary action is powered by electronic means or whose function is to assist or complement devices that can be described in the aforementioned fashion. This guideline applies to the following resources of the College, but is not necessarily limited to:

- Computers and computer peripherals (i.e. printers, scanners, docking stations)
- Mobile phones
- Video Screens and Displays
- Digital Video Players
- Computer Software and Applications
- Video Conferencing
- Fax Machines
- Internet, Wi-Fi, Servers, and Cloud Computing
- Mobile Applications
- Mobile Devices (i.e. tablets)
- Audio/Visual Equipment (i.e. projectors, sound system, public address system)
- Smart-boards
- Website
- Emergency Alert & Mass Notification System

### III. OWNERSHIP

All technology equipment purchased by Norco College is owned by Norco College and RCCD. Technology purchased with grant funds is owned by Norco College unless specifically stated otherwise by the granting agency. Technology equipment may be assigned to a department, faculty, or staff member while he/she is employed by the College. Technology equipment must be returned to the issuing department upon end or termination of employment with the college or district.

### IV. STANDARDIZATION OF TECHNOLOGY

Norco College's current standardization of computer hardware purchases consists of a hardware platform for Macintosh and one for Windows systems. The College has standardized on Dell and Lenovo computers for the Windows platform and Apple computers for the Mac OS platform.

Audio Visual and other technology vary based on need, manufacturer availability and pricing, and infrastructure.

### V. TECHNOLOGY LIFECYCLE

The lifecycle for faculty and staff desktop workstations is four to five years. Student-facing academic use areas such as classrooms and lab computer/workstations are three to four years. Areas that require more contemporary technology may receive new computers more often than every three to four years. These lifecycles are to be established in consultation with Technology Support Services Computer Support staff and identified on the inventory/replacement schedule. Unique situations may be accommodated but require approval from the department chair/dean and vice president.

Audio Visual technology lifecycles vary depending on type of equipment. Classroom projectors have an average lifecycle of five years whereas digital signage, video displays, and sound systems to name a few have varying lifecycles.

### VI. TECHNOLOGY REQUEST FORM

Requests for technology equipment, both hardware and software, may be submitted utilizing the Technology Request Form. The Technology Request Form must be sent to Technology Support Services Computer

Support and Instructional Media staff for computer or audiovisual equipment or to the Instructional Technology Specialist for Instructional Software for evaluation/review of technical specifications and costs associated with the equipment in order to be completed. The form will then be forwarded by the technology departments to the Technology Committee for review and comments as well as inventory purposes.

Initial costs should take into consideration of components, additional software/hardware in order for the item to work properly, potential installation (if necessary), and infrastructure.

Replacement funding for this technology equipment and/or recurring maintenance costs (if necessary) should be planned at the time of procurement. Costs for upgrades and training associated with upgrades should also be considered.

This process provides a path for the cyclical refurbishment of technology on campus. The Technology Request Form encompasses the initial as well as operating cost and determines if the technology fits the needs of the department as well as the institution in regards to industry standards and competition in the educational marketplace. This is the technology Total Cost of Ownership model.

The Technology Request Form will be reviewed annually by the Technology Committee with input from the technology departments for user satisfaction and effectiveness.

## VII. TECHNOLOGY-RELATED DECISIONS IN THE STRATEGIC PLANNING PROCESS

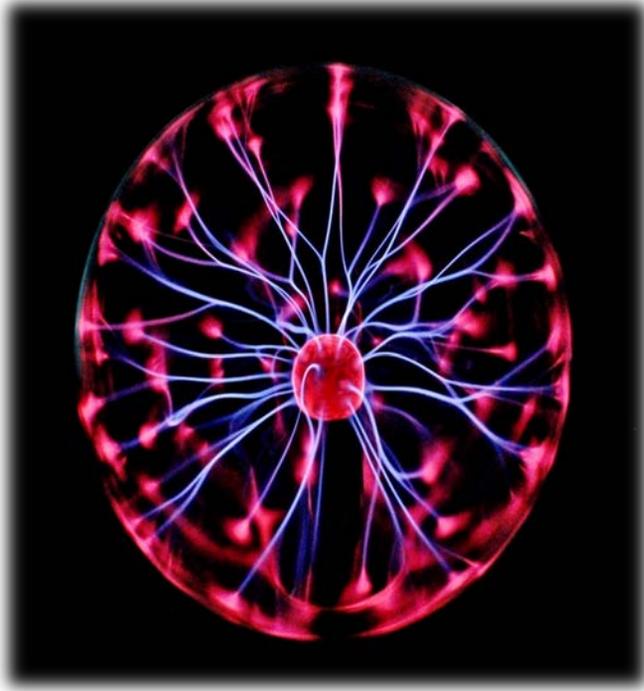
The Technology Committee is a standing Strategic Planning committee that provides recommendations for the strategic direction, implementation and sustainability of technology resources throughout the College used to support student learning programs and services and improve institutional effectiveness consistent with the College's mission. As such, all issues involving technology planning and resources are discussed and vetted by the Technology Committee membership during monthly meetings that are announced college wide and open to all college personnel, students and interested community members. All attendees are encouraged to offer input and participate in the discussion. Any Strategic Planning committee, including standing committees of the Academic Senate, can submit an item that is technology related to the Technology Committee for review. If deemed necessary, certain Technology Committee decisions that are approved and/or forwarded may be agendized as informational items on one of the three prioritization Planning Councils: Academic Planning Council; Business and Facilities Planning Council; or Student Services Planning Council. If deemed necessary, the item(s) may be agendized by the Institutional Strategic Planning Council and sent as a recommendation to the College President.

## REPLACEMENT OF TECHNOLOGY INFRASTRUCTURE AND EQUIPMENT

As part of the Norco College Technology Principles and Guidelines, Norco College systematically plans for the replacement of technology infrastructure and equipment utilizing the strategic planning process. The Technology Committee coordinates with the Technology Support Services Computer Support staff and Instructional Media staff to plan for the replacement, reassignment, and evaluation of technology resources.

The table following shows the alignment of the Technology Strategic Goals with the Strategic Goals of Norco College. The technology goals and strategies can be found in their entirety in the Implementation Grid within the Technology Strategic Plan.

# NORCO COLLEGE



	Expand college access by increasing both headcount and full-time equivalent students (FTEs).	Implement Guided Pathways	Close all student equity gaps.	Implement PD around GP and equity framework; foster a culture of ongoing improvement.	Reduce working poverty and the skills gap.	Pursue, develop, and sustain collaborative partnerships.	Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.	Develop institutional effectiveness, integrated planning systems, and governance structures to support ongoing development and continuous improvement as we become a comprehensive.	Expand Norco College workforce to support a comprehensive college and develop/sustain an excellent workplace culture.	Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life and the arts.	Implement professional, intuitive, and technology-enhanced systems.	Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals.
Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy				X	X		X	X				
Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity	X	X	X	X								
Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes.									X		X	X
Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes.										X	X	X
Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership.								X				X

## VIII. TECHNOLOGY REFRESH PLAN

Technology plays a critical role in the College's educational mission and to sustain it the following replacement plan is recommended to ensure that computers and other technology on campus remain up-to-date.

- a. Standard Office Technology: This category includes all faculty and staff workstations, lap-tops, and tablets as well as computer peripheral devices, such as a keyboard, mouse, scanner, printer, etc. The computers in this category will generally be configured to run office software, such as word processing and spreadsheets. It is recommended that all standard office technology be replaced every ~~for~~ (4) years.
- b. Special Use Items: Items in this category would include specialized equipment, such as large screen multimedia computers, internet servers and switches, projectors, digital signage, video displays, automation servers, or other unique configurations. The replacement cycle for these items will be evaluated on a case-by-case basis, with no standard replacement period, although a life-cycle of between 3-5 years is expected.
- c. Replacements Out of Cycle: Faculty and staff workstation replacements before this four-year period are permissible, if either of the following conditions is met:
  - i. The workstation is out of warranty and repair is not feasible; or
  - ii. There is adequate justification that the workstation does not meet the requirements for the user's job.
- d. Requests for Replacements Out of Cycle: Requests for workstation replacements outside of the four-year refresh cycle must be submitted in writing utilizing the Technology Request Form. These requests should identify the workstation user, as well as the justification for the replacement.

## IX. STAGGERED REPLACEMENT

To ensure equitable balance between all areas of the College, allocation of technology resources is a representative and participatory process linked to the College's planning and budgeting process. Norco College maximizes grants and Perkins funding as well as the college budget to fund technology resources.

In order to control costs and minimize disruption to the College's operations, only a portion (approximately 25%) of the computer inventory is recommended to be refreshed every year. Equipment will be replaced based on age and program needs. As a result, the need to request new computer equipment will decrease unless there are programmatic or personnel changes.

- a. Age of the Equipment. The first criteria that will be considered are the age of the equipment. Under this criterion, replacement equipment is determined as a result of the annual inventory that identifies the oldest equipment on campus.
- b. Programmatic Needs. With regard to this criterion, technology resources, including technology refresh resources, are allocated based on priority needs. Needs are determined through the College's prioritization and ranking process which is part of the program review process, based on the programs, projects or initiatives correlation to the Technology Strategic Plan which is directly linked with the College's Strategic Plan, and classified as high, medium, or low priority.
  - i. High Priority. High priority initiatives are typically mission critical, required by code or law, essential to insure privacy, security and safety, or are driven by economic factors.
  - ii. Medium or Low Priority. Medium or low priority initiatives and programs are

prompted by the need to stay competitive, improve efficiency, add value, create opportunities, improve services, and respond to the demand for more services.

#### **X. REASSIGNMENT/DISPOSAL OF TECHNOLOGY EQUIPMENT BEING REPLACED**

When technology equipment is scheduled to be replaced or reassigned, the equipment in question must be returned to the Technology Support Services Computer Support staff located at Norco College. The equipment cannot be passed from one user to the next without being formally reassigned.

Technology Support Services Computer Support staff will evaluate returned technology equipment to determine its remaining life and appropriateness to be reassigned on campus and provide a report to the Technology Committee for possible reassignment. Technology equipment that does not meet reassignment standards will be disposed of in compliance with the RCCD Board Policy 6550 Disposal of Surplus Personal Property and federal grant regulations.

Technology equipment that is deemed appropriate for reassignment may be reassigned as requested on the Technology Request Form or based on the areas in need designated by the annual inventory list and lifecycles. Equipment in good working condition purchased with federal grant funds must first be offered to another federally funded grant program at the home campus, or the district. If the receiving department has no use for the equipment, then it can be reassigned to any department or staff member. Equipment in good working condition purchased with department funds must first be offered to be reassigned within said department prior to being reassigned to another department or staff member.

#### **XI. ANNUAL INVENTORY**

Technology Support Services and Instructional Media staff is responsible for maintaining custodial records of all inventoried technology equipment and related peripheral equipment on campus, including the person/department to which the equipment has been assigned. Departments responsible for managing grant funds must also maintain a separate equipment inventory list and it must be updated on an annual basis. Technology Support Services shall assist these departments with maintaining an inventory list for federal compliance purposes. Only staff from these departments may transfer technology equipment from one office to another. Technology equipment purchased with grant funds shall not be transferred to other locations without first notifying the grant director. A software inventory list is provided and maintained by the Instructional Technology Specialist. All inventory information will be kept up-to-date and provided to the Technology Committee on an annual basis in fall and spring. This inventory is vital information for the Technology Use Model which helps plan for consistent updates, maintenance, replacement and purchases of all technology.

### **PROGRAM REVIEW TECHNOLOGY REQUESTS PROCESS**

The Technology Committee systematically plans for the replacement of technology and equipment. As part of this process, the Committee coordinates with the department/discipline to ensure that the technology meets the programmatic needs of the department/discipline, the Technology Support Services staff and Instructional Media staff to plan for replacement, reassignment, and evaluation of technology resources, and the Grants Department for possible funding.

#### **XII. PROGRAM REVIEW REQUESTS FOR TECHNOLOGY COMMITTEE**

As part of program review/resource requests, the requestor completes the Planning Council Program Review Requests for Technology Committee, which provides data such as the asset tag number to determine age and lifecycle, programmatic needs questions, and total cost of ownership (which can be obtained by utilizing the Technology Total Cost of Ownership Form located on the Technology Committee webpage or the Total Cost of Ownership Spreadsheet on the Business and Facilities Planning Council webpage).

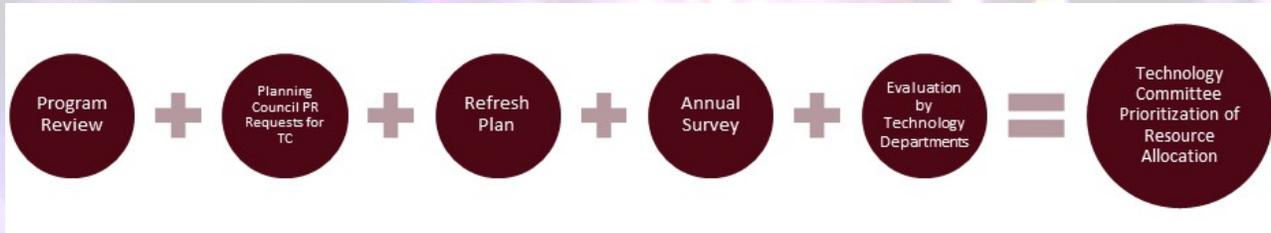
### XIII. PROGRAM REVIEW PROCESS

All technology requests from program review are gathered by the planning councils, Business and Facilities Planning Council and Student Services Planning Council, and Academic Affairs Planning Subcommittee and forwarded to the Technology Committee for recommendations and prioritization. After review, recommendations, and prioritizations are approved by the Committee, the prioritization lists are submitted to the Institutional Strategic Planning Council for consideration and acceptance before being forwarded to the President's Office. ISPC does not reorder the prioritization work done by the Technology Committee but approves to accept the work and the list remains separate of equipment lists. The lists are then sent to the planning councils and subcommittee for information.

Upon approval from the President, Technology Support Services and IMC work with the requestors of their approved program review technology requests to complete the purchases. Information such as the reassignment of the current equipment and the asset tag number with information on the purchases will be reported by Technology Support Services to the Technology Committee at a regular meeting.

In submitting its annual program review, the requestor may use the Technology Total Cost of Ownership Form to provide specific TCO data in the section of the program review that lists resource requests. The form contains sections detailing the initial cost of the resource as well as the total operating costs for the item. This enables the College to make informed decisions about whether or not to grant particular requests.

The process provides a path for the cyclical refurbishment of technology on campus. The technology requests for resource allocation are evaluated based on the initial as well as the operating costs of a technology item, how well the item fits the needs of the unit and the College, how fully it meets industry standards, and how competitive it is in the educational marketplace. This is the technology Total Cost of Ownership model.



### XIV. PURCHASES

Technology equipment purchases may be made using the Technology Request Form and submitted to the College's technology department (computer / instructional media / software) for evaluation/ review of technical specifications and costs associated with the equipment. The completed request form is then forwarded to the Technology Committee for review and comments as well as inventory purposes. The total cost of ownership for the item is calculated on the basis of the information provided in the form, which is returned to the requesting unit.

### XV. DETERMINING PRIORITY LEVEL AND PRIORITIZATION

Based on the information received from the Program Review Requests for Technology Committee for each technology request, the Technology Committee uses the criteria stated in the Replacement of Technology Infrastructure and Equipment Plan to evaluate the requests and determine priority level (high, medium, low) and recommended action, such as replacing with an item in inventory or notification

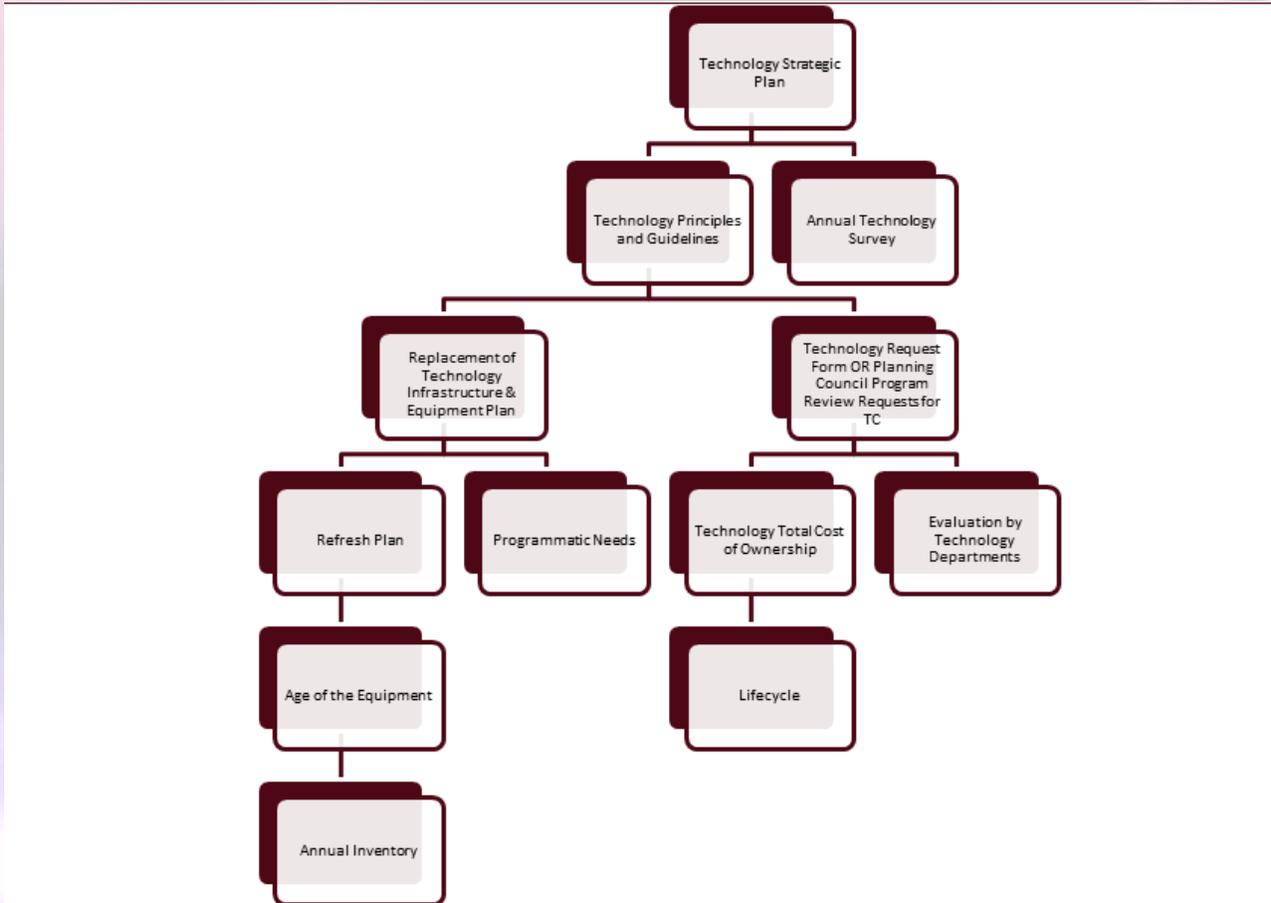
of grant funding to meet a particular need, as well as prioritization.

The criteria are Age/Lifecycle, Programmatic Needs, Total Cost of Ownership, and Evaluation Report by the Technology Department(s).

#### XVI. EVALUATION OF PROCESS

This process was implemented in the fall 2014 program review process. It is designed to facilitate sound resource allocation decisions and will be evaluated annually by the Technology Committee and modified as necessary. The Request Forms will also be reviewed annually with input from the College's technology department regarding user satisfaction and effectiveness.

### Technology Use Model



### RCCD INFORMATION TECHNOLOGY

The management, maintenance, and operation of the college's technological infrastructure and equipment are handled by the RCCD Information Technology department. IT is organized to support the development, improvement, and maintenance of IT systems including enterprise software applications, networks, and the district internet connection. IT oversees the security and safety of the district-wide technology infrastructure and supporting components through monitoring, firewall, and security software on all computers to ensure a safe, reliable, and accessible network for Norco College. RCCD, through the Information Technology Strategy Council (ITSC) maintains the District Strategic Technology Plan and Security Plan which coordinates and communicates with Norco College through its Technology Committee representatives. Through ITSC, Norco College Technology Committee representatives participate in the prioritization of resource allocation of technology resources for the district.

## **SAFETY, INFORMATION SECURITY, AND DISASTER RECOVERY**

RCCD IT, through its District Strategic Technology Plan provides for reliability, disaster recovery, privacy and security for critical college and district functions including the emergency mass notification system, network and storage systems, industry data security standards to protect critical data, a stable and redundant network and communications infrastructure as well as safety, information security and disaster recovery plans for emergency preparedness.

## **WEBSITE**

Norco College maintains a website to provide information to students and the college community about programs and services. In alignment with RCCD AP 3725: Establishing and Maintaining Web Page Accessibility, the college follows Section 508 of the Americans with Disabilities Act (ADA) that determines the technology practices for disability-related compliance for the website. The website was updated in 2018 to include mobile friendly features and to ensure compliance with Section 508. The Norco College Technology Committee continues to receive regular reports on the website and receives feedback from its annual Technology Survey for feedback to continuously improve the site for student success, access, and equity.

## **STAFFING**

Norco College provides technology services, support, and resources to enhance and support teaching and learning for the college through staff of the Technology Support Services Department and Instructional Media Center. Technology Support Services collaborates with the Riverside Community College District Information Technology Department to ensure a reliable technology infrastructure to support the college. TSS and IMC provide tutorials, technical assistance, installations, repairs, and maintenance of technology hardware and software on campus and in support of remote operations off-campus. These include the provision of and support for a variety of desktop and laptop computers, printers, tablets, and multimedia services, including multiple visual displays on campus.

TSS and IT collaborate with Help Desk Services offered at the District working with TSS to complete technology repair requests and troubleshooting. This system is based on a dedicated phone and email system and response system that provides technical assistance through RCCD and/or Norco College TSS staff. The District and College utilize a software system to develop, organize, and assign IT-based workorder to TSS.

## **YEARLY REVIEW AND UPDATE**

Annually, the Technology Committee will review and measure the strategic goals and objectives, principles and guidelines, rubrics, and other planning items to continually improve technology to enhance teach and learning to maximize student success through the Guided Pathways. The Technology Plan is a living document that can and will be updated to align with industry standards, college strategic goals and objectives, and continuous improvement of technology planning and resource allocation.

## Review of 2013-2016 Technology Plan Initiatives

	<b>Specific Initiatives</b>	<b>Results</b>
<b>Make technology a priority at Norco College through training &amp; support for faculty, staff, and students.</b>	Develop a plan for implementing training workshops and trainers. Increase attendance in technology training workshops by 5% each year by group. Increase user satisfaction of workshop content and online tutorials by 3% each year.	Technology workshops are a standardized component in Staff Development Day professional development work-shops and offered during Flex Day trainings. Lynda.com was rolled out in 2014 for faculty, staff, and students. User satisfaction remains high.
<b>Develop and continue to update a technology strategic plan for a college-based model.</b>	Develop governance process for a college-based technology model. Develop the communication strands within a college-based technology model.	Developed the purpose and roles/responsibilities of the Technology Committee members. Developed the Technology Principles and Guidelines to outline the process. Institutionalized Technology Committee in Joint Resource Allocation Prioritization Process. Fall and spring reports to ISPC.
<b>Identify external and internal funding sources and maximize district IT funds for technology.</b>	Become familiar with available funding sources and associated protocols for application and acquisition. Identify internal funding sources for allocation of technology needs. Maximize district IT funds. Prioritize technology across administrative program reviews utilizing metrics on Criteria Template.	Coordinated with Grants to identify funding for technology needs as part of the resource allocation program review process. Liaison from the Technology Committee to ITSC, the district's technology council, to relay college technology needs to the district. Created prioritization process where Technology Committee prioritizes all technology needs in the program review process.

<p><b>Provide tools for online students about effective use of the learning management system and online resources.</b></p>	<p>Create an interactive training module and host a webpage with resources for online students.</p>	<p>Coordinated with Distance Ed Committee and Online Campus for tools and resources for Blackboard and now Canvas.</p>
<p><b>Provide tools for online faculty about online pedagogy and effective use of the learning management system.</b></p>	<p>Provide training opportunities and refresher workshop for learning management system.</p>	<p>The training opportunities are offered by the Online Campus and a Canvas training liaison.</p>
<p><b>Create Technology Use and Structure Models and Incorporate best practices in our use of technology college-wide.</b></p>	<p>Create a technology use model. Make recommendations for technology structure/strategic model. Task the technology committee with staying abreast of current best practices.</p>	<p>Created the Equipment Refresh Plan and prioritization process in the Technology Principles and Guidelines. Technology Support Services computer and IMC staff make monthly reports to the Technology Committee on technology.</p>
<p><b>Respond to the technology needs of the Norco College community.</b></p>	<p>Develop and implement survey instrument to identify the technology needs and training of the community.</p>	<p>Developed the Technology Annual Survey which is administered each spring to all faculty, staff, and students. It has become the benchmark for decision-making in resource allocation. Standard practice of Technology Committee to review at first meeting in fall. Results are shared with ISPC each fall.</p>

## STRATEGIC GOALS

The purpose of the Strategic Goals section of this document is to give a brief overview of the technology focus in each of the listed areas. In the next section are specific strategic objectives that will fall under one or more of the strategic goals listed in this section.

### 1. Provide Technology Training and Support for the College Community

Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy.

### 2. Support Instruction and Student Learning with Technology

Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity.

### 3. Measure and Respond to Technology Needs

Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes.

### 4. Maintain an Integrated Technology Plan

Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes.

### 5. Develop Technology Budget Priorities

Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership.

## 2019-2025 STRATEGIC OBJECTIVES TABLE

Objective	Activities
<p>Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy <i>(Strategic Goal 1)</i></p>	<ol style="list-style-type: none"> <li>1. Technology workshops for faculty, staff, and students</li> <li>2. Online tutorial technology training</li> </ol>
<p>Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity. <i>(Strategic Goal 2)</i></p>	<ol style="list-style-type: none"> <li>1. Refresh plan</li> <li>2. Maintenance Plan</li> <li>3. Technical Support</li> </ol>
<p>Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes. <i>(Strategic Goal 3)</i></p>	<ol style="list-style-type: none"> <li>1. Annual Technology Survey</li> <li>2. Lynda.com (LinkedIn Learning) User Survey</li> <li>3. Program Review Resource Allocation Prioritization</li> <li>4. Technology Resource Allocation outside of Program Review</li> </ol>
<p>Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes. <i>(Strategic Goal 4)</i></p>	<ol style="list-style-type: none"> <li>1. Technology Committee review of Technology Plan and documents</li> <li>2. TSS and IMC monthly reports</li> <li>3. Membership on ITSC</li> </ol>
<p>Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership. <i>(Strategic Goal 5)</i></p>	<ol style="list-style-type: none"> <li>1. Staggered Refresh</li> <li>2. Technology Recommendations</li> <li>3. Technology Budget</li> </ol>

## ADDITIONAL GOVERNANCE AND COMMITTEES

### Information Technology Strategy Council

The District-Wide Information Technology Strategy Council was established to look at all technology projects at each college in the district and what resources are involved in making those projects a reality. Two members of the Norco College Technology Committee serve as members on the District's Information Technology Strategy Council in order to voice the needs of the college and act as a liaison to the college's technology committee. These representatives do not need to be voting members of the Technology Committee but may serve in a liaison role. All votes and positions made by the representatives at ITSC are voted and approved by the Technology Committee beforehand. ITSC prioritizes technology needs and resources for the Riverside Community College District that impacts the infrastructure for Norco College.

### Accreditation Standard III.C Committee

The Technology Committee serves as the Standard III.C Committee utilizing the member's expertise in the areas of technology resources, planning, assessment and more.

---

# TECHNOLOGY COMMITTEE REPORT

## FALL 2019

### COMMITTEE STATEMENT OF PURPOSE

*The Norco College Technology Committee provides recommendations for the strategic direction, implementation and sustainability of technology resources throughout the college to support student learning programs and services and improve institutional effectiveness consistent with the college's mission.*

### STRATEGIC GOALS AND OBJECTIVES:

#### GOAL 6, OBJECTIVE 4: INSTITUTIONALIZE THE CURRENT TECHNOLOGY PLAN

##### Technology Recommendations in Strategic Planning

- The process of prioritizing technology requests from program review with an evaluation by the Technology Committee is documented in the *Technology Principles and Guidelines* and is part of strategic planning. The Joint Resource Allocation Prioritization Process outlines that the Technology Committee prioritizes all technology requests from the program review process and resource requests. This has been documented in the new 2019-2025 Technology Plan.
- Based on the Refresh Plan in the *Replacement of Technology Infrastructure and Equipment Plan*, the committee makes an annual recommendation of approximately 25% of the computer inventory to be refreshed. After conducting a review, the committee concluded that two refresh phase cycles have been completed and are now in Phase III of the Refresh Plan. With an updated inventory provided by TSS in the spring, the committee recommended commencing with Phase III for office computers ensuring that the oldest computers on campus are replaced first. A new inventory of the lab/classrooms was provided by TSS as well and the Refresh Plan will begin with Phase I. The Refresh Plan for both office computers and lab/classrooms has been placed on the Technology Committee's webpage for the college community to view. This supports student learning and success.
- The committee conducted the annual technology survey in spring to gather input from the college community on technology and is used as a basis for training and resource recommendations.

##### Annual Technology Survey

- 2019 Technology Survey was completed by 87 faculty (42 full-time, 45 part-time), 64 staff (50 full-time, 14 part-time) and 285 students (155 full-time, 130 part-time), which is a significant increase from last year's 115 students.
- Satisfaction with the college computer performance for faculty was 71%. Staff satisfaction was 81% in 2017 to 63% in 2018 to 81% satisfied in 2019. Staff that were currently experiencing problems or computer was outdated for needs went from 19% in 2017 to 45% in 2018 to 30% in 2019. 26% of faculty reported experiencing programs or outdated computer. The committee noted that some faculty and staff are still reporting that their computers are too slow but the percentage of satisfaction increased in staff. Students reported computers in the Library are slow when loading programs.
- Faculty and staff differed on if there was sufficient technical support at Norco College. It increased from 59% (2017) to 78% (2018) from faculty previously but decreased in 2019 to 68%. 77% of staff felt there was sufficient technical support although 55% felt there

was a need for more human resources. This was an increase from staff from 2018 which was 66% felt there was sufficient technical support. There is still a need for an onsite help desk with troubleshooting support (47% faculty, 31% staff).

- Based on the survey, students receive their news/information from the college via student email (92%), Norco College website (71%), WebAdvisor (45%), posters/flyers on campus (33%), and Instagram (19%). These are consistent year after year with an increase in student email, small decreases in the other methods, and the inclusion this year of Instagram.
- Students use LMS (84%), NC website (84%), Data software such as Office 365/Google Docs (89%) and online Library database (74%).
- 50% of students bring their own computers to school, which is an increase from 42% last year, and 34% use the computers in the Library.
- In the classroom, 47% of faculty and 43% of students would like to see interactive whiteboards, 31% of faculty and 44% of students would like e-books or e-textbooks, and 30% of faculty and 48% of students would like laptops in the classrooms.
- In this year's survey, we asked about satisfaction with the website. The feedback was mixed: 56% faculty and 51% of staff were dissatisfied but only 32% of students were dissatisfied. There was consistent comments about the website being hard to navigate, dead links, not being user friendly, drop down menus difficult, need a better directly, shorten long scrolling pages, confusing layout and organization of pages, and overall being difficult to navigate. The committee is looking further into this about what still can be done and what has already been completed.

## **GOAL 2: DEVELOP AND CONTINUE TO UPDATE A TECHNOLOGY STRATEGIC PLAN FOR A COLLEGE-BASED MODEL**

### **Technology Plan**

- The committee has approved the 2019-2025 Technology Plan with five goals: Provide Technology Training and Support for the College Community, Support Instruction and Student Learning with Technology, Measure and Respond to Technology Needs, Maintain an Integrated Technology Plan, and Develop Technology Budget Priorities. The plan incorporates all of the technology documents and accreditation standard writings that the Technology Committee continues to update.
- The district council, Information Technology Strategy Council, has representation from the Technology Committee. The Technology Committee has decided to send one representative who currently serves on the Technology Committee and another as a liaison.

## **GOAL 7: PROVIDE PROFESSIONAL DEVELOPMENT ACTIVITIES FOR ALL EMPLOYEES**

### **Technology Resources**

- Lynda.com was renewed for students in July 2019. It has now become LinkedIn Learning with Lynda.com. It continues to be a resource used by faculty and staff for professional development. The committee plans to begin publicizing this change and providing information on it at the next Technology Trainings at Winter Staff Development Day and Spring Flex. 79 full-time faculty, 165 part-time faculty, and 120 staff have accounts to access the technology training resource.
- The committee conducted a technology workshop for classified professionals at Staff Development Day on August 1, 2019 that was well attended. 47 staff members attended training on Adobe Creative Cloud.

- This goal fits with the Technology Strategic Plan and technology training will be a goal in the 2019-2025 Technology Plan so that it continues to support professional development for Norco College employees.

## **ACCREDITATION:**

### **ISER 2020: STANDARD III.C TECHNOLOGY RESOURCES**

- The committee has completed Standard III.C. of the ISER. All evidence has been provided and the Technology Committee's webpage has been updated. The committee is ready for the team visit in March 2020.

## **HOW DOES THE COMMITTEE ALIGN WITH NORCO'S COLLEGE MISSION?**

- The committee provides educational opportunities for faculty, staff, and students through LinkedIn Learning with Lynda.com online technology training and face to face technology workshops.
- The committee continues to research and discuss the creative application of emerging technologies for the college.
- The committee systematically assesses technology resources and uses the results of evaluation as the basis of recommendations for technology to support student learning.

## **2019-2020 COMMITTEE MEMBERS:**

Rudy Castellanos, ASNC  
 Jalen Madrid, ASNC  
 Cathy Brotherton  
 Janet Frewing  
 Michael Angeles

Vanessa Acosta  
 Leonard Riley  
 James Finley  
 Araceli Covarrubias  
 Mitzi Sloniger

Suzie Schepler  
 Ruth Leal (Co-Chair)  
 Damon Nance (Co-Chair)

## **GRANTS COMMITTEE REPORT FALL 2019**

### **STATEMENT OF PURPOSE:**

The purpose of the Grants Committee is to identify grant opportunities that align with the mission, strategic planning goals, and resource needs of Norco College. The committee also informs the college community about existing grants, serves as a liaison between the RCCD Grants Office and Norco College, and provides local support for grant efforts to college staff, faculty, and administration.

### **STRATEGIC GOALS AND OBJECTIVES THAT APPLY TO THIS COMMITTEE:**

#### **GOAL 4: CREATE EFFECTIVE COMMUNITY PARTNERSHIPS**

*Objective 8: Increase external funding sources that support college programs and initiatives.*

#### **Activities:**

- Support grant opportunities that become available
- Identify grant opportunities that directly benefit college programs and initiatives
- Increase knowledge about the grants by informing the college community about existing and upcoming grants

#### **Progress:**

The Grants Committee, along with the Office of Strategic Development (SD) contributes to objective 8 by identifying opportunities for extramural funding that are in line with programs and initiatives of Norco College as stated in our strategic plan. The Grants Committee offers support in the form of discussion and vetting of proposals before they are developed. These opportunities are then matched to content experts that can partner with SD in developing a competitive grant proposal. In the early part of Fall 2019 the following items have come through the Grants Committee as action items or information items:

- National Science Foundation ATE for Dual Enrollment in STEM
- National Science Foundation ATE for Manufacturing for the Future National Center
- Title V
- CCCCCO Mental Health Services

During the Spring of 2019 the Grants Committee formalized a recommendation to ISPC to establish a Rapid Resource Review Board (RRRB) and developed a draft process document titled Norco College Grants Approval Process that details how grant application requests are addressed. During the early part of Fall 2019, the Grants Committee has continued to have discussions over the RRRB to address concerns, questions, and details. Determination was made to seek counsel from ISPC for further recommendation.

**HOW DOES THE COMMITTEE ALIGN WITH NORCO’S COLLEGE MISSION?**

- The committee members seek, promote, and approve grant opportunities that are designed to enhance educational opportunities and services for students.
- The committee promotes and supports collaboration by vetting grants that involve private industry, K-12, and 4-year postsecondary institutions.
- The committee helps to identify funding sources that support the development of pathways to transfer, career and technical education, certificates and degrees.
- The committee identifies and promotes grant opportunities that align with the mission, strategic planning goals, and resource needs of Norco College.

**2019-2020 Committee Members:**

Kevin Fleming (Tri-Chair)  
Patty Sanchez (Tri-Chair)  
Stanley Tyler (Tri-Chair)  
Claudia Garcia  
Charles Henkels  
Colleen Molko

Maureen Sinclair  
Ruth Jones Santos  
Desiree Wagner  
Caitlin Welch  
Paul Van Hulle

**PLACEMENT IN THE STRATEGIC PLAN AND CURRENT GOALS:**

The Grants Committee agrees that the current placement in the strategic plan and the goals and objectives of the committee are appropriate.

# MARKETING COMMITTEE REPORT

## SPRING 2019

### COMMITTEE STATEMENT OF PURPOSE

*As a standing committee of ISPC, the Norco College Marketing Committee collaborates to build a consistent and recognizable brand for Norco College that is representative of the college and community that we serve.*

### ACTIVITIES:

#### Marketing & Digital Media Research & Recommendations

- The Research Report & Strategy Brief as well as the Marketing & Digital Media Recommendations by VisionPoint Marketing were provided to the committee in early spring.

The Research Report & Strategy Brief detailed the key takeaways from the assessment of Norco College's Marketing/branding situation and the high-level strategies that VisionPoint recommended to guide Norco College's various tactical investments in a full-funnel plan aimed at achieving the College's goals. The Marketing & Digital Recommendation plan builds on those strategic foundations by outlining a scalable, 3-tiered marketing and media plan to position the College on a trajectory for long-term, sustainable growth.

### HOW DOES THE COMMITTEE ALIGN WITH NORCO'S COLLEGE MISSION?

- The committee provides a strategic direction through planning in a collaborative process for the marketing and awareness of Norco College, its programs and services to students and the community.

### 2018-2019 COMMITTEE MEMBERS:

Andy Robles  
Megan Lindeman  
Debra Mustain  
Jennifer Krutsch

Kasey Boyer  
Tajza Chatman, ASNC  
Rudy Castellanos, ASNC  
Brady Kerr (Co-Chair)

Ruth Leal (Co-Chair)  
Ashley Etchison (Co-Chair)

A decorative graphic on the left side of the slide, consisting of white lines and circles on a blue background, resembling a circuit board or a network diagram. The lines are vertical and horizontal, with some branching out and ending in small circles.

# UPDATE OF EMP GOALS 2018-19

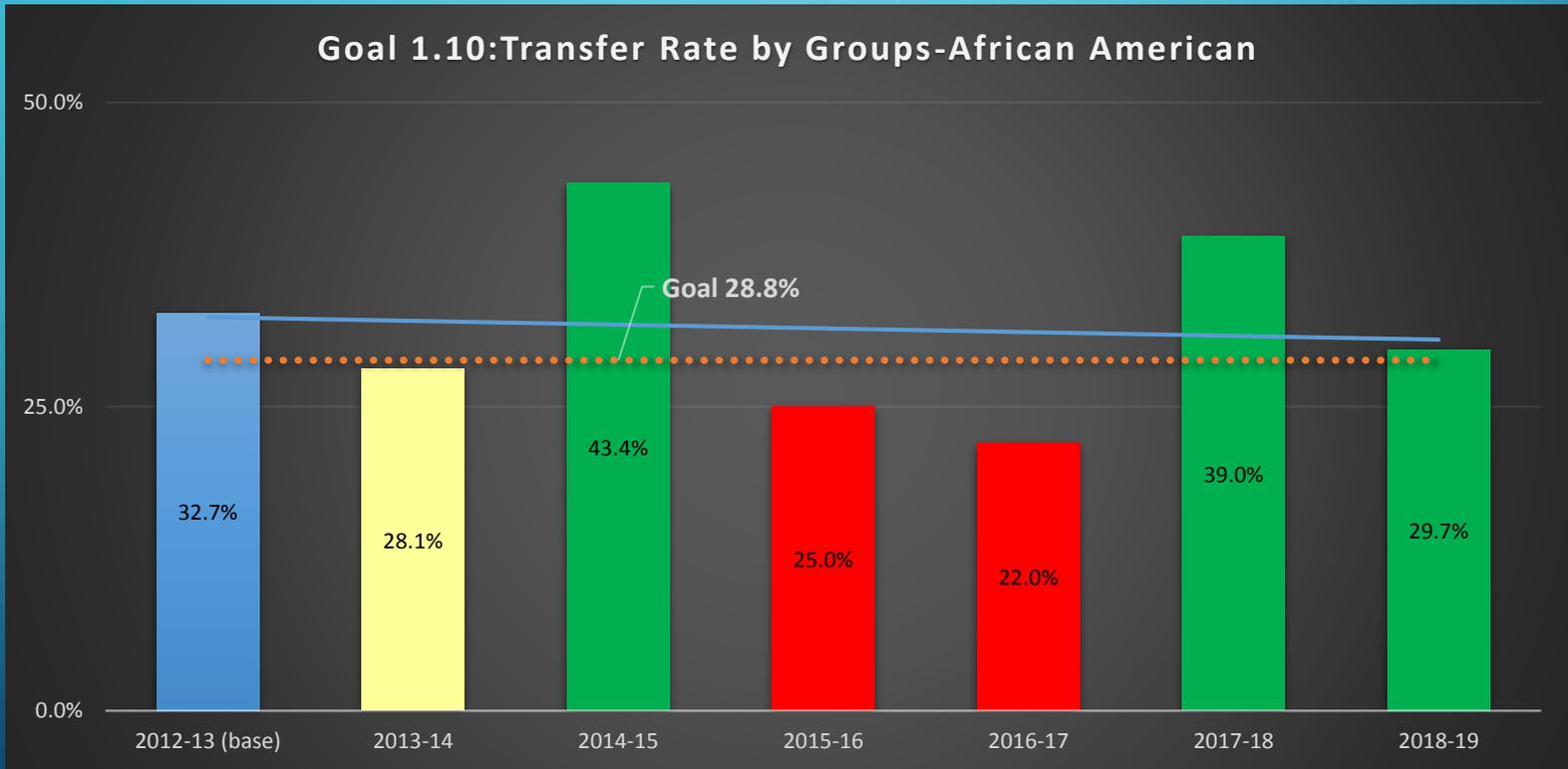
ISPC PRESENTATION

NOVEMBER 20, 2019

# UPDATE ON SP/EMP GOALS 2018-2019

- Data Collected on 44 objectives (99 actual measurements or metrics) comprising the seven EMP/SP goals
  - Extended 5-Year Strategic Plan another year
  - Color-Coded Dashboard/Bar Charts
    - **Green:** 5-year target level met
    - **Yellow:** within 90% of 5-year target level
    - **Red:** Less than 90% of 5-year target level
  - Report posted on the IR website under Strategic Planning
  - Presenting summary of all 6 years

# EXAMPLE OF CHARTS IN REPORT



# UPDATE ON SP/EMP GOALS 2018-2019

GREATEST INCREASE IN METRICS (From base year 2012-13)

#1 Employees in Inclusiveness Events (Goal 7.4)

- 40 to 1040 (Target: 43)

#2 Number of Industry Partners in Advisory Councils (Goal 4.2)

- 64 to 152 (Target: 90)

#3 Percentage of New Students Developing an Educational Plan (Goal 3.2)

- 25.5% to 55.4% (Target 34.2%)

#4 Percentage of Students Declaring an Ed Goal

- 36.4% to 60% (Target 48.7%)

#5 Percentage of Continuing Students Developing and Educational Plan

- 23.8% to 34.4% (Target 32.0%)

# UPDATE ON SP/EMP GOALS 2018-2019

## #6 ESL Pipeline Completion

- 28.6% to 38.9% (Target 31.5%)

## #7 Transfer Rate – Asian (Goal 1.10)

- 32.5% to 44.0% (Target 28.8%)

## #8 Continue Success of JFK Partnership (Goal 4.5)

- 408 to 525 students enrolled (Target Increase)

## #9 English & #10 Math Pipeline Completion (Goal 1.3)

- 37.6% to 48.1%
- 25.5% to 31.8%

# UPDATE ON SP/EMP GOALS 2018-2019

- METRICS NEEDING IMPROVEMENT (Trend line is flat or sloping downward)

## #1 - #3 Certificate Completion Rate (Goal 1.10 & 1.5))

- Asian: 5.8% to 0% (Target 6.5%)
- Hispanic: 6.5% to 2.9% (Target 6.5%)
- Overall: 5.9 to 3.5

## #4 Percentage of Students Reporting College as Inclusive (Goal 2.4)

- 97.2% to 82.4%

## #5 Percentage of Students Who Begin Addressing Basic Skills Needs in First Year

- 50.1% to 42.6%

# UPDATE ON SP/EMP GOALS 2018-2019

- Overall Outcomes for 2018-19 Metrics (99 Total)
  - 47 metrics met targets
  - 20 metrics are within 90% of targets
  - 24 metrics are less than 90% of targets
  - 8 metrics are not applicable (either qualitative measure, target doesn't exist, or forgotten)

# UPDATE ON SP/EMP GOALS 2018-2019

- Recommendations based on six years of experience
  - Reduce metrics to no more than 20-25
  - Align metrics with district/state since reporting is mandatory
  - Make sure objectives are measurable and clear
  - Targets set too high can be demoralizing
- Preview of the new goals
  - 12 Goals, first 5 contain the measurable objectives (KPIs) that focus on Student Transformation
  - KPIs are aligned with district and state metrics and only 23 of them!



QUESTIONS?

THANK YOU